

All Funds

Emergency Preparedness

Mission/

Summary / Capital Projects

Mission

It is the mission of the Department of Emergency Preparedness to ensure that county and local governments have emergency response plans in place with information sharing capabilities to quickly respond to all types of disasters, personal safety and security situations. The essence of the mission is to provide a comprehensive emergency management system with public safety telecommunications and information technologies to ensure that emergency service personnel can provide the highest level of response in a timely and efficient manner.

	2004	2005	2005	2006	Change From 2005	
	Actual	Adopted	Estimate	Budget	Adopted Budget	
Financial Summary		Budget (a)			\$	%
General Fund						
Expenditures	\$4,027,454	\$4,343,115	\$4,335,553	\$4,208,875	(\$134,240)	-3.09%
Revenues (a)	\$2,113,641	\$628,080	\$629,588	\$416,240	(\$211,840)	-33.73%
Tax Levy	\$2,206,402	\$3,715,035	\$3,715,035	\$3,792,635	\$77,600	2.09%
Exp (Over) Under Rev. & Levy	\$292,589	-	\$9,070	-	-	0.00%
Radio Services Fund						
Expenditures	\$977,522	\$1,208,450	\$1,008,961	\$1,090,724	(\$117,726)	-9.74%
Revenues (b)	\$1,472,494	\$1,415,983	\$1,337,179	\$1,254,697	(\$161,286)	-11.39%
Operating Income	\$494,972	\$207,533	\$328,218	\$163,973	(\$43,560)	-20.99%
Tax Levy	\$0	\$0	\$0	\$0	\$0	0.00%
Total All Funds						
Expenditures	\$5,004,976	\$5,551,565	\$5,344,514	\$5,299,599	(\$251,966)	-4.54%
Revenues	\$3,586,135	\$2,044,063	\$1,966,767	\$1,670,937	(\$373,126)	-18.25%
Tax Levy	\$2,206,402	\$3,715,035	\$3,715,035	\$3,792,635	\$77,600	2.09%
Exp (Over) Under Rev. & Levy	\$292,589	-	\$9,070	-	-	0.00%
Operating Income	\$494,972	\$207,533	\$328,218	\$163,973	(\$43,560)	-20.99%

Position Summary (FTE)

Regular Positions	41.10	52.05	52.05	53.00	0.95
Extra Help	0.00	0.19	0.06	0.06	(0.13)
Overtime	1.36	1.53	2.91	1.92	0.39
Total	42.46	53.77	55.02	54.98	1.21

(a) General Fund balance is appropriated as follows: 2006: \$241,117; 2005: \$477,610; 2004: \$439,202

(b) Radio Services Fund balance is appropriated as follows: 2006: \$329,008; 2005: \$314,212; 2004: \$334,650

CURRENT AND PROPOSED CAPITAL PROJECTS (Refer to Capital Project Summary for additional project information)

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 05	Estimated Operating Impact	A=Annual T=One-Time
200201	Mobile Data Infrastructure Upgrade	2005	\$695,000	100%	\$4,500	\$6,430

Fund Purpose

To provide reliable and efficient emergency call taking and dispatching services, training, and administrative support for municipal and county police, fire, emergency medical service, and public works agencies throughout the county. Effectively and efficiently process information to assist citizens and responding agencies. Support the operation of an emergency communication center serving as the critical link between customers in need and resources to help. The County Communication Center will operate in 29 of the cities, villages and towns in the County as well as Countywide for the Sheriff's Department. Develop and implement a comprehensive and integrated emergency management program designed to mitigate, prepare for, respond to and recover from the effects of natural and technological hazards which impact upon the welfare, safety and health of all Waukesha County citizens; and to implement and administer the planning and reporting requirements for hazardous substances used by business, industry and government (Emergency Planning and Community Right-to-Know Act [EPCRA]). Also are responsible for Business Continuity planning, training, and related exercise for county departments.

Financial Summary	2004	2005	2005	2006	Change From 2005	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Personnel Costs	\$2,040,029	\$3,104,304	\$3,075,721	\$3,187,294	\$82,990	2.7%
Operating Expenses	\$1,660,032	\$561,201	\$584,105	\$650,007	\$88,806	15.8%
Interdept. Charges	\$174,917	\$519,860	\$517,977	\$361,574	(\$158,286)	-30.4%
Fixed Assets	\$152,476	\$157,750	\$157,750	\$10,000	(\$147,750)	-93.7%
Total Expenditures	\$4,027,454	\$4,343,115	\$4,335,553	\$4,208,875	(\$134,240)	-3.1%
General Government	\$1,370,177	\$150,470	\$150,470	\$159,313	\$8,843	5.9%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$298,888	\$0	\$0	\$15,810	\$15,810	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$5,374	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$439,202	\$477,610	\$479,118	\$241,117	(\$236,493)	-49.5%
Total Revenues	\$2,113,641	\$628,080	\$629,588	\$416,240	(\$211,840)	-33.7%
Tax Levy	\$2,206,402	\$3,715,035	\$3,715,035	\$3,792,635	\$77,600	2.1%
Exp. (Over) Under Rev. & Levy	\$292,589	-	\$9,070	-	-	
Position Summary (FTE)						
Regular Positions	36.00	46.87	46.87	47.50	0.63	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	1.34	1.50	2.88	1.82	0.32	
Total	37.34	48.37	49.75	49.32	0.95	

Departmental Strategic Objectives**Provide Comprehensive Customer Service**

1. Continue working closely with the Dispatch Operations Commission, Local Emergency Planning Committee, Police and Fire Chiefs Associations and officials at all levels of government to continuously improve dispatch communication center operations. **Communication Center**
2. Develop and maintain comprehensive response plans for disasters (natural and man made), terrorism, bio-terrorism, and business continuity. **Emergency Management**
3. Continue to promote interoperability technologies within the county and surrounding counties. **Communication Center**
4. Work regionally with the Milwaukee urban area to develop and maintain regional capabilities to respond to critical incidents. (Critical Issue 3)
5. Continue to work with non-participating local dispatch communities to try to secure their ultimate inclusion in the countywide communication system. **Communication Center**
6. Develop sound and meaningful performance measures for all aspects of the emergency response system.
7. Obtain and administer homeland security grant funds to better equip and train public safety agencies in order to mitigate emergencies impacting Waukesha County residents. (Goal 2.2, ongoing) **Emergency Management**
8. Develop the scope for a web-based Emergency Information Center to keep residents informed about emergencies, in conjunction with the Departments of Parks and Land Use, Public Works, Sheriff, Health and Human Services and DOA-Information Systems Division. (3rd quarter 2006)
9. Explore enhancements of the Communication Center website. (3rd quarter 2006)

Innovate and Seek Continuous Quality Improvement

1. Implement federal and state homeland security planning and training initiatives as appropriate for Waukesha County. (Goals 1.1, 2.2 and 3.1, 4th quarter) **Emergency Management**
2. Conduct a series of tabletop, functional and field exercises that increase the preparedness level of public and private agencies to respond to any acts of terrorism and mass casualty incidents. (Goals 1.2 and 1.4, 4th quarter) **Emergency Management**
3. Update 15% of existing off-site plans and develop off-site plans for new operations to help county businesses and industries using hazardous chemicals meet state and federal emergency planning mandates. (Goal 3.1, Ongoing) **Emergency Management**
4. Monitor contract with the City of Waukesha Fire Department for a countywide Hazardous Materials Response Team to enforce payment by spillers for incident costs and assist team in training and exercise preparation. (Goal 3.2, Ongoing) **Emergency Management**
5. Participate in regional bio-terrorism response planning and exercising along with public health agencies and hospitals to increase preparedness levels. **Emergency Management**
6. Coordinate the development of a Citizen Emergency Response Team training with the American Red Cross. **Emergency Management**
7. Initiate revision of the Waukesha County Emergency Operations Plan to bring it into concordance with the Wisconsin Emergency Operations Plan and the National Response Plan. **Emerg. Mgmt.**
8. Begin the process of accreditation of the Emergency Medical Dispatching program (1st quarter 2006). **Communication Center**
9. Monitor County compliance with training standards required by the National Incident Management System. **Emergency Management**
10. Work with Communication Center participating agencies to review Emergency Medical Dispatch protocols to monitor and increase quality dispatch policies and procedures. **Communications Center**

Retain and Develop a High Quality Workforce

1. Promote, encourage and obtain funding for emergency management training for local officials and public safety employees. (Goals 1.2, 1.3, and 2.2) **Emergency Management**
2. Cross train the Communication Center, Emergency Management and Radio Services administration support staff to provide for a more effective and continuous operation. (3rd qtr 2006)

Manage Resources with Fiscal Prudence

1. Establish financial/business function and hire/train a Programs and Projects Analyst for new Department of Emergency Preparedness. (3rd quarter 2005-1st quarter 2006)
2. Aggressively seek Homeland Security funds and other grants. **Emergency Management**

3. Continue fiscal management and control of Hazardous Material Response Team contract with the City of Waukesha. **Emergency Management**
4. Assume responsibility for business continuity coordination and related budget management by transitioning the function from DOA-Purchasing division. **Emergency Management**
5. Continue monitoring Emergency Communications State legislation for policy changes and funding availability for operations as the wireless 9-1-1 Public Safety Answering Point for Waukesha County. **Communication Center**

Major Departmental Strategic Achievements from 07/01/04 to 06/30/05

1. Began the process of establishing a financial/business function by transitioning some business and financial functions to the staff of the new Department of Emergency Preparedness. Completion of transition will occur by the end of 1st quarter 2006.
2. Completed and submitted application for the Wireless 91-1 grant, which should result in the reimbursement of expenses, incurred to implement the Wireless 9-1-1 system.
3. Completed training of dispatchers' Emergency Medical Dispatching (EMD) program.
4. Became involved at the State and National level with the National Emergency Number Association; the Association of Public Safety Officials; and the Wisconsin Public Service Commission to assist with the monitoring of Emergency Communications State legislation for policy changes and funding availability for operations as the wireless 9-1-1 Public Safety Answering Point for Waukesha County.
5. In an effort to improve dispatch communication center operations, attended all Police and Fire Protocols meetings, providing data and information; soliciting input concerning operations; recommended solutions to issues to improve quality of service. Attended the County Police and Fire Chief's meetings, providing information and resources.
6. In an effort to promote interoperability technologies within the county and surrounding counties, worked closely with the Southeast Wisconsin Communications Resource/Support Group, which deals with issues faced by dispatch centers in this area. Also, participated in OJA grant to study interoperability issues involving Waukesha, Milwaukee, Washington, Ozaukee and Racine Counties, including the City of Milwaukee. As a result, have formed a group called the Southeast Wisconsin Interoperability Consortium.
7. Held discussions with non-participating local dispatch communities (City of Oconomowoc, Elm Grove, City of Waukesha Fire Department and Muskego) to try to secure their ultimate inclusion in the countywide communications system. No decision has been made by any of these agencies.
8. Successfully brought online the Records Management System. Access from Mobile Data Computers into the law records system will be complete upon final testing in early Fall 2005.
9. Work with Public Works staff to successfully remodel office space at the Communication Center to accommodate Emergency Management employees and future new fiscal staff.
10. Completed training of 1 supervisor and 3 dispatchers so they attained the level of "certified trainer".
11. Implemented federal and state homeland security planning and training initiatives including adoption of the National Incident Management System (NIMS).
12. Obtained and administered \$1,171,387 of Homeland Security grant funds to better equip and train all first responders and secure critical Waukesha County infrastructure.
13. Conducted a series of tabletop and functional exercises that increased the preparedness level of public and private agencies to respond to any acts of terrorism and mass casualty incidents and involved the Waukesha County airport, public health departments, hospitals, business continuity exercises, and an assessment of the Emergency Operations Center.
14. Developed or updated 31 off-site plans as required by the state to help county businesses and industries using hazardous chemicals to meet state and federal emergency planning mandates.
15. Monitored the contract with the City of Waukesha Fire Department for a Countywide Hazardous Materials Response Team. Received full reimbursement for one of two hazardous materials incidents. Efforts are ongoing to receive reimbursement for the other incident.
16. Opened and equipped a new Emergency Operations Center. A test of its functionality was conducted in June, 2005.
17. Investigated grant funding for procurement of more defibrillators in the County Courthouse facility, however, funding for this need is not a high priority for state and federal agencies.

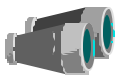
Communication Center Operations

Program Description

Responsible for dispatching police, fire and EMS resources operated by partner municipalities and the County Sheriff in emergency situations throughout the county. Act as Public Safety Answering Point (PSAP) for the E911 system. Act as initial department contact for calls for service while providing information and routing for non-dispatch center calls.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	35.34	46.37	47.75	47.07	0.70
Personnel Costs	\$1,904,243	\$2,962,679	\$2,935,005	\$3,020,980	\$58,301
Operating Expenses	\$426,119	\$309,357	\$338,775	\$413,005	\$103,648
Interdept. Charges	\$138,771	\$485,417	\$484,417	\$322,803	(\$162,614)
Fixed Assets	\$0	\$157,750	\$157,750	\$10,000	(\$147,750)
Total Expenditures:	\$2,469,133	\$3,915,203	\$3,915,947	\$3,766,788	(\$148,415)
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$298,888	\$0	\$0	\$15,810	\$15,810
Other Revenue	\$5,374	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$439,202	\$477,610	\$479,118	\$241,117	(\$236,493)
Total Revenues:	\$743,464	\$477,610	\$479,118	\$256,927	(\$220,683)
Tax Levy	\$2,138,960	\$3,437,593	\$3,437,593	\$3,509,861	\$72,268

Exp. (Over) Under Rev. & Levy	\$413,291	-	\$764	-	-
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**Program Highlights**

The 2006 budget represents the full implementation of the County's Communication Center Operations. The Communication Center building opened in February 2004, with full implementation completed by the end of February 2005. Funding is included to continue over-filling up to four Telecommunicator positions due to the continued turnover of personnel. Overtime used for shift coverage and the 15 minute overlap between shifts increases \$27,800 or 0.32 FTE to \$109,300 for 1.82 FTE based on this continued Telecommunicator turnover. A 1.00 FTE Programs and Projects Analyst position is created in the 2006 budget, with 0.50 FTE with a cost of \$39,100 included in this program budget (0.25 FTE is in Hazardous Materials Management program, with the remaining 0.25 FTE allocated to the Radio Services Fund).

Operating Expenses increase mainly due to various computer hardware and software maintenance costs increases that were previously covered under a manufacturer / supplier warranty. Operating Expenses for 2006 include the cost of maintaining the Wireless 911 system of \$52,300; maintenance of 911 system of \$57,000; dispatch / records management (Spillman) software maintenance of \$47,700; general phone services of \$18,000; various other software / hardware maintenance including Priority Dispatch, Language Line, Weather Service, Badgernet, Voice Recorder, Cisco Support and AIX Licensing of \$49,000; building maintenance and services of \$16,000; housekeeping expenses of \$27,700; utilities of \$49,000; and staff training expenses of \$11,000.

Interdepartmental Charges include an increase for standard county computer services support charges of \$68,000 to \$139,900, based on a revised list of equipment to be serviced and replaced. The department is also charged \$80,000 (increase of \$2,800) for specific dispatch system support from the county Information Systems division. Radio equipment maintenance charges increase \$11,400 to \$63,300 reflecting equipment that is no longer covered by manufacturer warranties. These interdepartmental increases are offset by a \$250,000 decrease for the dispatching equipment replacement charge, as General Fund balance will be reserved annually to accumulate funds for future equipment replacements (see next page). Also included are telephone charges of \$29,200 and insurance charges of \$8,000.

Fixed Assets are decreasing due to the one time purchase of two computer software programs in 2005 and the cost to remodel office space to include the Emergency Management staff. The 2006 budget includes \$10,000 for an additional voice recording system unit, funded with General Fund balance.

Communication Center Operations (cont.)

General Fund balance is budgeted in 2006 as follows: \$176,600 to fund three Telecommunicator overfill positions; \$54,500 for overtime costs for staff coverage and training needs; and \$10,000 for the fixed asset purchase. The 2005 General Fund balance was used to fund the fixed asset equipment purchases and remodeling costs; to fund \$150,000 of the equipment replacement charge; and to fund 3 of the 4 Telecommunicator overfill positions.

Revenues of \$15,800 represent reimbursements from municipal agencies for the annual maintenance costs of record management system modules utilized by these agencies.

Waukesha County Department of Administration will reserve \$250,000 of General Fund balance at the end of 2006 to continue funding the future equipment replacement costs for dispatch center non-personal computer equipment. General Fund balance of \$350,000 has been reserved in the 2004-2005 budgets for this purpose pursuant to County Board action.

The department has submitted an expenditure reimbursement request to the Wisconsin Public Service Commission, pursuant to 2003 Wisconsin Act 48. This act authorized the reimbursement to local governments (through a three year grant program) for certain costs incurred to establish an enhanced wireless 911 service. The County will designate the funds received through this grant for the future equipment replacement needs of the communication center.



Activity *	2004 Actual	2005 Budget	2005 Estimate	2006 Budget
# of 9-1-1 calls – landline	N/A	N/A	15,564	16,000
# of 9-1-1 calls – wireless	N/A	N/A	53,844	57,000
# of 10 digit emergency calls	N/A	N/A	Not available at this time	
# of 10 digit non-emergency calls	N/A	N/A	Not available at this time	
# of Police Dispatches	N/A	N/A	173,019	175,000
# of Fire/EMS Dispatches	N/A	N/A	31,196	33,000

* The department is currently tracking these items. 2005 Estimate is based on activity through July of 2005.

Performance Measure Description

The Communications Center will work towards effectiveness and efficiency based on the benchmarks set for 2005. The estimates for 2005 illustrate the progress in these measures.



Performance Measures	2005 Benchmark	2005 Estimate
Answer 9-1-1 Calls within 10 Seconds	90%	90% approximate
Dispatch Priority One Police Calls (by 2 nd Qtr)	Within 90 Seconds (average)	140 seconds
Dispatch Priority One Fire Calls (by 2 nd Qtr)	Within 90 Seconds (average)	94 Seconds
Dispatch Priority One EMS Calls (by 2 nd Qtr)	Within 90 Seconds (average)	130 Seconds
Accuracy Rate for EMD Service – All Categories (by 2 nd Qtr)	90%	88% in 3 categories 92% in 4 categories
Fire Quality Assurance	90%	90%

Participating Members

Cities: Brookfield, Delafield, and Pewaukee

Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Mukwonago, Oconomowoc, Ottawa, Summit, Vernon and Waukesha.

Villages: Big Bend, Butler, Chenequa, Dousman, Eagle, Hartland, Lac La Belle, Merton, Nashotah, North Prairie, Oconomowoc Lake, Pewaukee, Sussex and Wales

County: Sheriff's Department

Disaster Management

Program Description

Disaster Management coordinates all disaster, homeland security, County business continuity planning and budget management activities, training of local officials and County agencies in response activities, and recovery efforts. The Emergency Management coordinator is the contact point for federal and state agencies that also have responsibility in mitigating the effects of disasters.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	1.25	1.25	1.25	1.25	0.00
Personnel Costs	\$77,467	\$80,745	\$80,332	\$83,653	\$2,908
Operating Expenses	\$1,200,096	\$99,914	\$98,954	\$85,372	(\$14,542)
Interdept. Charges	\$15,728	\$10,858	\$10,025	\$11,187	\$329
Fixed Assets	\$152,476	\$0	\$0	\$0	\$0
Total Expenditures	\$1,445,767	\$191,517	\$189,311	\$180,212	(\$11,305)
General Government	\$1,292,446	\$72,745	\$72,745	\$80,831	\$8,086
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,292,446	\$72,745	\$72,745	\$80,831	\$8,086
Tax Levy	\$52,183	\$118,772	\$118,772	\$99,381	(\$19,391)

Exp. (Over) Under Rev. & Levy	(\$101,138)	-	\$2,206	-	-
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**Program Highlights**

The office continues its emphasis on domestic preparedness planning, training and exercising. The office will aggressively pursue federal funding to better equip and train countywide first responders and enhance critical infrastructure security. Federal funding is awarded at different intervals during the year and at varying amounts, which makes it difficult to properly budget for revenue and expenditures. Recent awards have been appropriated through ordinances due to this timing.

Business Continuity expenditures of \$70,000 are included in the 2006 expenditures.

Performance Measure Description

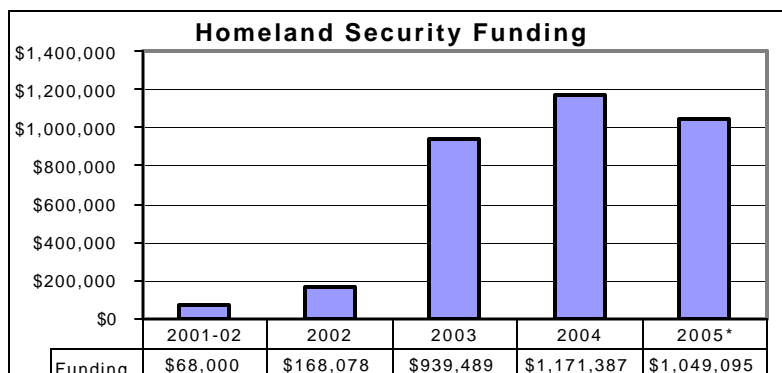
This performance measure illustrates the planning processes taken to prepare for an emergency.

Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
% of Emergency Operations Plan updated	100%	50%	50%	50%	0%
% of exercises successfully completed	100%	100%	100%	100%	0%
Exercises	5	5	7	5	0

Homeland Security Funds

These funds were obtained by the County's Office of Emergency Management to provide response equipment for first responders and increase the security of critical infrastructure throughout Waukesha County. Funds shown for 2005 are estimates, as the official award has not been made.

*Includes \$800,000 from the Urban Security Initiative; \$199,000 of Homeland Security; and \$50,000 from the Buffer Zone Protection Program



Hazardous Materials Management

Program Description

Hazardous Materials Management is responsible for implementing the planning and reporting requirements of the Emergency Planning and Community Right-to-Know Act (EPCRA) and staffing the Local Emergency Planning Committee. The program is also responsible for the management of the Countywide Hazardous Material contract with the City of Waukesha Fire Department.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	0.75	0.75	0.75	1.00	0.25
Personnel Costs	\$58,319	\$60,880	\$60,384	\$82,661	\$21,781
Operating Expenses	\$33,817	\$151,930	\$146,376	\$151,630	(\$300)
Interdepartmental	\$20,418	\$23,585	\$23,535	\$27,584	\$3,999
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$112,554	\$236,395	\$230,295	\$261,875	\$25,480
General Government	\$77,731	\$77,725	\$77,725	\$78,482	\$757
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$77,731	\$77,725	\$77,725	\$78,482	\$757
Tax Levy	\$15,259	\$158,670	\$158,670	\$183,393	\$24,723

Exp. (Over) Under Rev. & Levy	(\$19,564)	-	\$6,100	-	-
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**Program Highlights**

This program develops hazardous materials plans and exercises for county businesses and industries in accordance with federal and state laws. Personnel Costs increase \$19,600 for a 0.25 FTE allocation of a Programs and Projects Analyst position to help manage department fiscal matters.

Operating Expenses include \$140,000 for countywide hazardous materials incident response service provided by the City of Waukesha Fire Department [Hazardous Materials Response Team] to more cost effectively provide service and save taxpayers money from funding multiple duplicative local Hazardous Material Response Teams. Also, \$10,000 (state grant funded) is budgeted for Hazardous Materials Response Team equipment purchases to enhance its response equipment.

Businesses are required to comply with state regulations regarding the handling and storage of hazardous materials in their workplace. Their compliance includes submitting reports identifying the hazardous chemical(s) on site and paying a notification and inventory administration fee. It is from these fees that the \$78,500 of State grant funds received by the county are funded.

Performance Measure Description

Percent of new EPCRA facilities that have completed plans in the first year of operation.

**Performance Measures**

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
% of new EPCRA facilities that have complete plans in first year	100%	100%	100%	100%	0%
EPCRA Offsite Plans Completed	148	152	152	156	4

Radio Services Emergency Preparedness Fund Purpose / Fund Summary

Fund Purpose

An Enterprise fund is used to account for operations that are financed and operated similar to private businesses, where the costs of providing services are financed or recovered primarily through user charges to Waukesha County Departments and outside agencies.

The Radio Services Fund includes three major program areas: Radio Services provides conventional radio services (including mobile data systems) and equipment repair & maintenance; Trunked Radio infrastructure operations; and an equipment replacement accumulation fund for county agencies radio replacement. Program descriptions and activities are outlined on the following program pages.

Financial Summary

	2004	2005	2005	2006	Change From 2005	
	Actual (e)	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Radio Services Fund						
Personnel Costs	\$359,056	\$397,707	\$385,841	\$458,500	\$60,793	15.3%
Operating Expenses	\$399,228	\$617,834	\$431,161	\$419,448	(\$198,386)	-32.1%
Interdept. Charges	\$94,588	\$90,697	\$89,747	\$95,768	\$5,071	5.6%
Interdept. Charges-Int Exp	\$124,650	\$102,212	\$102,212	\$117,008	\$14,796	14.5%
Debt Gen. Fnd Loan Repay (Memo) (a)	\$505,733	\$559,295	\$559,295	\$574,628	\$15,333	2.7%
Fixed Assets (Memo)(b)	\$0	\$46,000	\$42,000	\$13,600	(\$32,400)	-70.4%
Total Expenditures (a, b)	\$977,522	\$1,208,450	\$1,008,961	\$1,090,724	(\$117,726)	-9.7%
Charges for Services	\$548,011	\$443,076	\$485,752	\$490,159	\$47,083	10.6%
Interdepartmental	\$487,557	\$658,695	\$418,699	\$435,530	(\$223,165)	-33.9%
Other Revenue	\$102,256	\$0	\$117,008	\$0	\$0	N/A
Appr. Fund Balance (d)	\$334,670	\$314,212	\$315,720	\$329,008	\$14,796	4.7%
Total Revenues	\$1,472,494	\$1,415,983	\$1,337,179	\$1,254,697	(\$161,286)	-11.4%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Operating Income (Loss) (c)	\$494,972	\$207,533	\$328,218	\$163,973	(\$43,560)	-21.0%

Position Summary (FTE)

Regular Positions	5.10	5.18	5.18	5.50	0.32
Extra Help	0.00	0.19	0.06	0.06	(0.13)
Overtime	0.02	0.03	0.03	0.10	0.07
Total	5.12	5.40	5.27	5.66	0.26

- a) Debt repayment of general fund loans for the radio tower, building, Trunked Radio infrastructure and radio equipment. Repayment is funded with cash balance generated by operating revenues or repayments from municipalities. The repayment amount is excluded from the expenditure total to conform to financial accounting standards.
- b) Total expenditures and net operating income exclude fixed asset purchases to conform to financial accounting standards. Any fixed asset purchases will be made from cash generated by operating revenues and existing Radio Services Fund balance.
- c) Operating income is attributable to revenues providing funding for County replacement program (2004: \$248,993; 2005: \$155,252; 2006: \$161,773). Also included in operating income is interest income from municipal repayment of loans (2004: \$102,212; 2005: \$117,008). These amounts are repaid to the general fund in the year following receipt.
- d) Radio Service Fund Balance is appropriated for repayment to the General Fund for loan interest payments received from participating municipalities to acquire Trunk Radio equipment. (\$124,650 in 2004; \$102,212 in 2005; \$117,008 in 2006). Fund balance of \$210,000 in 2004 and \$212,000 in 2005 & 2006 is budgeted to fund the County portion of Trunk Radio Infrastructure depreciation costs.
- e) The 2004 Actual amount shown above differs from the 2004 Consolidated Annual Financial Report (CAFR) due to the CAFR including depreciation expense related to county assets that were funded from non-county sources.

Radio Services Fund	Emergency Preparedness	Capital Proj. / Objectives / Achievements
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Current and Proposed Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '05	Estimated Net Oper. Impact	Est. Depreciation Expense
200201	Mobile Data Infrastructure Upgrade	2005	\$695,000	100%	\$4,500	\$6,430

Departmental Strategic Objectives

Provide Comprehensive Customer Service

1. Complete Mobile Data System implementation, including installation of all mobile equipment and software; conduct train-the-trainer user sessions, and successfully oversee and administer cutover from existing to new mobile data system and software. (Strategic Plan Critical Issue #3, Goal 3.3, Task 2) (1st quarter, 2006)
2. Oversee selection, adoption and implementation of a practical solution to access WCC Computer Aided Dispatch (CAD) and Records Management System (RMS) information by mobile users. Ensure appropriate training is provided, and required software and hardware are tested and implemented. (Strategic Plan Critical Issue #3, Goal 3.3, Task 2) (3rd quarter, 2006)
3. Oversee rebanding process of countywide 821 MHz. trunked radio system and user equipment, ensuring that all trunked radio user and infrastructure equipment is converted to the new channelization scheme per FCC requirements. Ensure that all costs are paid by Nextel, and system integrity, security and reliability are maintained or enhanced.

Retain and Develop a High Quality Workforce

1. Ensure that technicians are fully trained. Complete all technician training on new mobile data system, mobile equipment and ancillary items. Train new technician, within budget limitations, to maintain and repair the trunked radio system and trunked user equipment. (Critical Issue #5, Goal 5.2, Task 3) (4th quarter 2006)
2. Transition Radio Service Fund fiscal support duties and activities from Department of Administration – Budget Division and Business Office to the Program and Projects Analyst position created for the Emergency Preparedness Department.

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05

Provide Comprehensive Customer Service

1. In conjunction with consultant, developed RFP and selected mobile data system vendor. Secured FCC licensing of additional mobile data channels, and began mobile data system infrastructure installation. Continuing to pursue Federal grant for additional mobile equipment and software. (Strategic Plan Critical Issue #3, Goal 3.3, Task 2)
2. Continue installation of prioritized in-building trunked radio amplifier systems in strategic heavy buildings (high and middle schools, hospitals and nursing homes) based on radio services range and coverage tests. (Strategic Plan Goal 1.4 Task 1)

Retain and Develop a High Quality Workforce

1. Ensure that Radio Services staff receives both manufacturer and in-house training on mobile data system, including system maintenance, troubleshooting and administration. (2nd- 3rd qtr, 2004) (Strategic Plan goal 5.2)

Manage Resources with Fiscal Prudence

1. Plan transition of Radio Services operations management to new Department of Emergency Preparedness.

Radio Services Emergency Preparedness Program Fund

Trunked Radio Operations

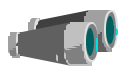
Program Description

Provides centralized system administration, maintenance, and support for the operations of the infrastructure for 34 of the County's 37 municipalities and 7 separate fire districts to maintain over 3,700 mobile & portable radios utilizing countywide 800 MHz trunked radio system. This includes 7 antenna sites, 13 radio channels, 93 transmitters, and 113 control base stations.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	2.19	2.23	2.15	0.75	(1.48)
Personnel Costs	\$136,208	\$157,262	\$150,882	\$66,651	(\$90,611)
Operating Expenses	\$86,581	\$104,286	\$102,341	\$93,635	(\$10,651)
Interdept. Charges	\$59,872	\$58,632	\$57,460	\$31,447	(\$27,185)
Interdept. Charges - Int Exp	\$124,650	\$102,212	\$102,212	\$117,008	\$14,796
Debt-Gen.Fd Loan Repay (Memo)(a)	\$505,733	\$559,295	\$559,295	\$574,628	\$15,333
Fixed Assets (Memo) (b)	\$0	\$28,000	\$28,000	\$0	(\$28,000)
Total Expenditures: (a,b)	\$407,311	\$422,392	\$412,895	\$308,741	(\$113,651)
Charges for Services	\$197,816	\$207,627	\$196,125	\$169,540	(\$38,087)
Interdepartmental	\$86,508	\$112,553	\$135,679	\$22,193	(\$90,360)
Other Revenue	\$102,212	\$0	\$117,008	\$0	\$0
Appr. Fund Balance (c)	\$124,660	\$102,212	\$102,212	\$117,008	\$14,796
Total Revenues:	\$511,196	\$422,392	\$551,024	\$308,741	(\$113,651)
Tax Levy (a)	\$0	\$0	\$0	\$0	\$0

Exp. (Over) Under Rev. & Levy (a)	\$103,885	-	\$138,129	-	-
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- a) Debt repayment of a general fund loan for the Trunked Radio infrastructure and radio equipment. Repayment is funded with cash balance generated by repayments from municipalities. The repayment amount is excluded from the expenditure total due to the accounting entry for the repayment applied to the balance sheet advances from other funds liability account.
- b) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed asset purchases will be funded by operating revenues and existing fund balance.
- c) Radio Service Fund Balance is appropriated to repay the General fund for the interest on the loan to the municipalities to acquire Trunk Radio equipment. Radio Services received \$124,650 in 2003; \$102,212 in 2004; and \$117,008 in 2005, and repays these amounts to the General Fund in the year after receipt.



Program Highlights

All fiscal appropriation units reflect the reallocation of expenses / revenues to the Radio Services program to better associate the expenditures and revenues with the program description. Personnel Costs decrease by \$101,700 to reflect the reallocation of 1.44 FTE staff time to the Radio Services program, \$3,400 for the 0.03 FTE decrease in Emergency Preparedness Director position (increase the allocation in the Radio Services program) and \$2,500 for the 0.11 FTE reductions of Extra Help and Overtime. This is offset by an increase by \$7,800 for 0.10 FTE of the Programs and Projects Analyst position.

Fixed Assets decrease for 2006 as 2005 included the purchase of a Service Monitor for user equipment repair.

Performance Measure Description

Measures the reliability of the Trunk radio Infrastructure system. The department goal is to be functioning 99.999% of the time.



Performance Measures

% of Trunked System unimpaired performance uptime (all sites and channels operating at full capacity)

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
> 99.99%	> 99.99%	> 99.5%	>99.99%	>99.5%	0%

Radio Services Emergency Preparedness Program Fund

Equipment Replacement – Trunk Radios

Program Description

Provides for the accumulation of funding to afford the replacement of equipment after the useful life is exhausted. Equipment included in this accumulation is Trunked Radio replacement for County departments' radio (portable/mobile/sirens) units, including Sheriff ancillary items such as cases, speakers, and microphones. Not included is any Trunk Radio Infrastructure replacement or municipal agencies radio equipment.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
Operating Expenses (a)	\$203,808	\$412,000	\$212,000	\$212,000	(\$200,000)
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures: (a)	\$203,808	\$412,000	\$212,000	\$212,000	(\$200,000)
Interdepartmental (b)	\$148,993	\$405,250	\$155,252	\$161,773	(\$243,477)
Appr. Fund Balance (c)	\$210,000	\$212,000	\$212,000	\$212,000	\$0
Total Revenues: (b)(c)	\$358,993	\$617,250	\$367,252	\$373,773	(\$243,477)
Tax Levy	\$0	\$0	\$0	\$0	\$0

Exp. (Over) Under Rev. & Levy (a)	\$155,185	\$205,250	\$155,252	\$161,773	(\$43,477)
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- Expenditures to be incurred result from the depreciation expense of the county share (\$1.9 million) of the trunk radio infrastructure costs to be totally offset by the appropriation of Radio Services fund balance. Original radio purchases are made from the capital project and expensed in the year of purchase based on a \$5,000 minimum capitalization level.
- Amounts charged back as lease charges to departments provides a sinking fund to build up fund balance reserves planned for over a nine-year / ten-year replacement period. This allows for funds to be available for necessary and timely replacements. Funding from departments include various revenue sources including tax levy.
- Other revenue includes Radio Service fund balance appropriation of \$210,000 for 2004, \$212,000 for 2005; and \$212,000 for 2006 designated to offset depreciation expense related to the county's portion of the trunked radio infrastructure. Therefore, no sinking fund is building up for future infrastructure replacement cost. This would need to be funded from a future capital project.



Program Highlights

The 2005 expense budget included \$200,000 of depreciation expense for the Communication Center dispatching equipment and technology. It was determined that the depreciation expense will not be reflected in this fund, but rather included with other General Fund assets. This expense was offset with \$250,000 of Interdepartmental revenues to be used to fund an equipment replacement program for dispatching equipment and technology. This will now be accomplished by annually reserving General Fund balance.

The 2006 revenue budget continues the accumulation of funds for county departments to be used as a user equipment replacement fund. The 2006 expenditure budget continues the recognition of depreciation expense for the County portion of the Trunk Radio infrastructure costs.

Activity – Radio Replacement Charges



Trunked Radio System

Department	2005 # of Radios	2006 # of Radios	2005 Budget	2006 Budget	\$ Change
Public Works	173	173	\$31,608	\$32,936	\$1,328
Park & Land Use	112	112	\$30,427	\$31,704	\$1,277
Sheriff	235	235	\$84,673	\$88,230	\$3,557
Public Works - Central Fleet	7	7	\$1,358	\$1,415	\$57
Medical Examiner	5	5	\$1,294	\$1,348	\$54
Emerg Prep - Emerg Mgmt	3	3	\$933	\$973	\$40
Emerg Prep - Radio Services	7	7	\$3,117	\$3,248	\$131
Health & Human Services	5	5	\$1,842	\$1,919	\$77
Total	547	547	\$155,252	\$161,773	\$6,521

Radio Services Operation

Program Description

Provides radio design and engineering consultation, purchasing, installation, operation and servicing of traditional radios and base stations including new Communication Center radio consoles and related equipment (Dispatch Operations). Operations include maintenance and repair services of two-way radio communication (remaining UHF and VHF and microwave systems), user equipment repair and maintenance, dispatch consoles, etc. This program area services continuing transmitters, microwave, public safety mobile data communication systems within the county and municipalities in surrounding counties at reasonable fee charges. In addition, this program area, works with the private sector and Corporation Counsel to negotiate tower site leases with wireless cellular phone service providers.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	3.04	3.17	3.12	4.91	1.74
Personnel Costs	\$222,848	\$240,445	\$234,959	\$391,849	\$151,404
Operating Expenses	\$108,839	\$101,548	\$116,820	\$113,813	\$12,265
Interdept. Charges	\$34,716	\$32,065	\$32,287	\$64,321	\$32,256
Debt-Gen.Fd Loan Repay (Memo)(a)	\$81,350	\$0	\$0	\$0	\$0
Fixed Assets (Memo) (b)	\$0	\$18,000	\$14,000	\$13,600	(\$4,400)
Total Expenditures (a)	\$366,403	\$374,058	\$384,066	\$569,983	\$195,925
Charges for Services	\$350,195	\$235,449	\$289,627	\$320,619	\$85,170
Interdepartmental	\$252,056	\$140,892	\$127,768	\$251,564	\$110,672
Other Revenue	\$44	\$0	\$0	\$0	\$0
Appr. Fund Balance (c)	\$10	\$0	\$1,508	\$0	\$0
Total Revenues	\$602,305	\$376,341	\$418,903	\$572,183	\$195,842
Tax Levy	\$0	\$0	\$0	\$0	\$0

Exp. (Over) Under Rev. & Levy (a)	\$235,902	\$2,283	\$34,837	\$2,200	(\$83)
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a) Debt repayment of a general fund loan for the radio tower and building placed in service in 1987. The 2004 repayment was the final payment over 17 years to the general fund.

b) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed asset purchases will be funded by operating revenues and existing fund balance.

c) Radio Services Fund Balance is budgeted to offset expenditure levels.

Program Highlights

All fiscal appropriation units reflect the reallocation of expenses / revenues from the Trunk Radio program to better associate the expenditures and revenues with the program description. Personnel Costs increase by \$101,700 to reflect the reallocation of 1.44 FTE staff time from the Trunk Radio program, \$20,300 for a 0.15 FTE increase for the Director of Emergency Preparedness position (created as of 7/1/05), and \$11,700 for a 0.15 FTE increase for the creation of a Programs and Projects Analyst for the Emergency Preparedness department.

Increases in Operating Expenses and Interdepartmental Charges mainly reflect cost reallocations from the Trunk Radio program to better associate costs with activities performed. Fixed Assets for 2006 includes the purchase of a service monitor for equipment repair; the 2005 purchase was for a new HVAC system.

Revenue increases are due to a reallocation of \$155,800 from the Trunk Radio program, an increase of Mobile Data Communication revenues of \$15,600 and repair and maintenance revenues of \$23,600.

Performance Measure Description

Measures the turnaround cycle time of radio repair work done by Radio Technicians. The department goal is to be within 3 business days or 72 hours, 95% of the time.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Performance Measures					
% of time Radio Repair turnaround cycle	95%	95%	95%	95%	0%

